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Annual Report

1999/2000

April 1, 1999 to March 31, 2000

BRITISH COLUMBIA

Ministry of Finance and
Corporate Relations

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Transmittal Letters

The Honourable Garde B. Gardom,
Lieutenant-Governor of British Columbia

I have the honour of submitting the Annual Report of the Ministry of Finance and Corporate Relations.

This report details ministry activities from April 1, 1999, to March 31, 2000, and is an accurate account of achievements during that time.

Paul Ramsey
Minister of Finance
and Corporate Relations

To the Minister:

I am pleased to submit the Annual Report for the Ministry of Finance and Corporate Relations, which details the ministry's goals and achievements for the period from April 1, 1999, to March 31, 2000.

Chris Trumpy
Deputy Minister

Organization

Message from the Minister

Paul Ramsey

Minister of Finance
and Corporate Relations

Even before the report of the Enns panel was released in September 1999, this ministry had taken important steps to bring about greater transparency and openness to the budget process and the reporting of fiscal results and forecasts. I have ensured that the spirit of openness will continue with the introduction of the Budget Transparency and Accountability Act and the government's pre-budget consultation process, to name but two. I will also continue to encourage British Columbians to contact our ministry to share their views on the budgetary process and other economic matters.

This government and ministry have consistently upheld the priorities that matter most to the people of this province. While committed to building an economy that meets the challenges of the 21st century, we continue our support for health care, education, social services and other areas that reflect the day to day concerns of the majority of British Columbians. We have made important choices. Once again, these choices clearly benefit our province's greatest assets - the people of B.C. and the communities in which they live.

Paul Ramsey

Paul Ramsey
Minister of Finance and Corporate Relations

Message from Deputy Minister and Secretary to Treasury Board

Chris Trumpy

Deputy Minister and Secretary to Treasury Board

During the fiscal year ending March 31, 2000, the ministry continued its evolution as a professional organization. The quest for improved accountability, client service and efficiency prompted the adoption of new technologies as well as new streamlined approaches to service delivery. The Corporate Accounting and Consumer Tax Branch systems achieved significant milestones during the 1999-2000 fiscal year that will in both cases yield ongoing benefits through internal government efficiencies and enhanced revenue collection.

We also continued to strengthen our Internet presence. As a key player in the standardization of all government Web pages, we improved the accessibility and clarity of information found on ministry and B.C. government sites. Building upon our technology base, the ministry will soon be well positioned to begin the implementation of an interactive service delivery model. This will eventually make the concept of e-government a reality.

As in previous years, the ministry continued to demonstrate its commitment to greater accountability through a wide variety of means. Several notable examples include: publication of ministry performance plans; more complete disclosure of budget assumptions; scheduled release of more detailed revised financial forecasts; and establishment of a new consumer tax advisory panel.

Key elements of the ministry's vision are improved communications links, client-centred thinking and promotion of a strong corporate culture based on respect, integrity, honesty and trust. Y2K is an example of how our organization must look to the future. Not only did this project produce an unprecedented level of co-operation and integration, it also enabled us, as a learning organization, to develop a better understanding of priorities, processes and responses to emergencies.

Looking again to the future, I remain confident that our greatest resource – our staff – will ensure that all current and future challenges will be met with energy, creativity and professionalism.

Chris Trumpy
Deputy Minister
and Secretary to Treasury Board

Budgets and Employees by Branch/Division

Branch/Division	Budget	Employees
Communications Branch	$982,000	13
Co-ordination of Agencies, Boards and Commissions	$380,000	5
Corporate and Ministry Support Services	$10,291,000	171
Crown Corporations Secretariat	$3,457,000	19
Financial and Corporate Sector Policy Branch	$8,000,000	12
Government Services and Registries		
Corporate and Personal Property Registries	$8,634,000	118
Government Services	$6,036,000 (net of recoveries)	87
	$1,117,000 cost recoveries	
Product Sales and Services	$1,000 (net of recoveries)	400
	$92,026,000 cost recoveries	
Office of the Comptroller General	$16,393,000	172
Provincial Treasury	$20,275,000	154
Public Sector Employers' Council	$3,100,000	17
Public Service Appeal Board	$425,000	4
Revenue Division	$279,822,000	538
Streamlining Initiative	$250,000	2.5
Treasury Board Staff	$11,870,000	133

Ministry Overview

The Ministry of Finance and Corporate Relations is government's primary tax collector, corporate and personal property registrar, banker and money manager, chief accountant, fiscal and economic policy-maker, budget and expenditure manager and streamlining initiative co-ordinator. Through agencies that report to the minister, it regulates B.C.'s credit unions, trust companies and insurance companies operating in B.C., and the province's securities market. Ministry agencies also administer public-sector pension plans and manage public-sector investments.

The ministry's numerous clients include government ministries and agencies, boards and commissions, Crown corporations, businesses, investors and financial-sector entities. More broadly, ministry activities and discussions enable informed government decisions that touch the lives of all British Columbians.

Vision

To be recognised as a professional organization dedicated to providing quality service and improving accountability.

Mission

To serve British Columbians and government by providing financial sector regulation; revenue collection; services to the public and private sectors; as well as timely, transparent and comprehensive information and advice to enable informed decision making.

Objectives

The ministry's primary objective is to serve the public interest through the minister and Treasury Board by: effectively managing public funds; providing sound advice on fiscal policy, corporate regulation, labour management and other issues; ensuring the fair and effective governance of the provincial financial marketplace; and supporting government programs through central management services and management of financial and economic information.

Values

The Ministry of Finance and Corporate Relations is an outcome-driven, proactive and client-centred organization with the following values:

- respect
- integrity
- honesty
- trust

The following express our management philosophy:

- Think like a taxpayer.
- Provide quality service.
- Value people.
- Clear, open communication.
- Promote and recognize performance.
- Simplicity.
- Look ahead.

Ministry Highlights 1999/2000

- Quarterly reports and *Budget 2000* were prepared on a summary accounts basis, combining the accounts of the government and Crown corporations.

- The *Budget Transparency and Accountability Act* (Bill 2) was introduced in March 2000. The act is the key response to the auditor general's report on the estimates process and the subsequent report of the budget process review panel. Ministry-wide guidelines reflecting the panel's recommendations were prepared.

- The successful implementation of Y2K compliance programs and associated business continuation plans by the ministry ensured all systems functioned in the year 2000.

- *Budget 99* was prepared, presented and implemented.

- New amendments to the *Company Act* permitted limited liability companies created outside of B.C. to register and carry on business in the province.

- Web page standards and frameworks for the ministry were developed. They are a step towards a single, government-wide policy in Web management and expansion of government Internet usage.

- An electronic application package for auditors and accountants, which will result in faster turnaround for clients, was developed.

- The annual BC Savings Bonds campaign raised $390 million from local investors. The total amount outstanding as of March 31, 2000 was $1.56 billion.

- The province saved $37.9 million by borrowing domestically as opposed to internationally and by issuing MTN's, as opposed to bonds ($13.7 million domestically and $24.2 million internationally).

- Remote registration in the personal property registry allowed 85 per cent of renewal transactions to be done electronically.

- The all-hazards business continuation plan identified critical business processes and recovery programs required for the province to function during any emergency.

Treasury Board Staff

Treasury Board Staff (TBS) is responsible for developing and reviewing the government's economic, social, fiscal, capital spending and taxation policies. It provides analysis, forecasts and advice to Treasury Board (the cabinet committee responsible for budget and management matters) and to the Minister of Finance and Corporate Relations.

TBS develops the provincial budget under the direction of Treasury Board. Throughout the fiscal year, it reviews requests to Treasury Board for additional operating and capital funding, monitors the status of the budget and, when necessary, recommends alternative fiscal management strategies.

TBS includes seven branches primarily related to the government's operating budget, and a separate capital division. The seven operating budget branches are: economic development policy; social policy; estimates and capital budget; program review; operations; taxation; and fiscal and economic analysis.

The Capital Division was established in April 1998 with responsibility for recommending to Treasury Board and cabinet policies and priorities for the preparation and delivery of the province's annual capital program. The capital program includes expenditures on social capital projects (i.e., universities, colleges, schools, hospitals, courts and correction facilities) and taxpayer-supported Crown corporations and agencies (i.e., BC Ferries, BC Transit, BC Transportation Financing Authority, BC Buildings Corporation and Rapid Transit Project 2000). This division is also responsible for overseeing the project financing and review of all social capital projects. A major priority for TBS throughout the year was the response to the auditor general's report on the estimates process and the subsequent report of the budget process review panel (the Enns report). By the nature of their responsibilities, several branches within TBS were heavily involved in responding to the recommendations in these reports, including supporting the drafting of the Budget Transparency and Accountability Act. TBS also commissioned a review by Deloitte Consulting to assess and strengthen the capital management process.

Achievement of Performance Targets 1999/2000

Target: Provide advice on economic and fiscal trends and forecasts, supported by accessible and timely public reports.

Progress:

- Provided support to Treasury Board on revenue issues, budgeting options and the preparation of the annual and five-year fiscal planning frameworks.
- Published documentation on the government's economic forecasting model on the ministry's Web site.
- Made presentations on the ministry's revenue forecasting methodology to private sector economists (the economic round table) and arranged the annual meeting of the minister's economic forecast council - a legislated requirement for the first time.
- Produced three *Quarterly Reports*, two editions of the Economic Review and Outlook and the 1999 Financial and Economic Review.
- Included fully revised fiscal forecast risks and expanded the scope and detail of capital spending information.
- Assisted in preparing a public pre-budget consultation paper (Budget 2000 Choices and Challenges) for release in November 1999.

Target: Offer expert advice on the effect of tax policy options and changes.

Progress:

- Provided advice and analysis on how to move to a new system of calculating provincial personal income tax. The new system, referred to as tax on income, was introduced in *Budget 2000*.
- Developed options and analysis on reducing the impact of the provincial sales tax on investment in manufacturing and processing equipment. This led to the introduction of a new three per cent investment tax credit in the budget.
- Provided options and evaluation on other tax policy changes and advice on various tax policy issues.

Target: Provide expert financial and policy advice to Treasury Board and other cabinet committees on operating and capital budgetary matters.

Progress:

- Developed social and economic development policy alternatives for Treasury Board and cabinet consideration.
- Reviewed 350 operating budget submissions from government ministries, ranging from reallocating funding between programs to requesting funds for new programs.
- Provided advice on 61 capital budget submissions from ministry and taxpayer-supported Crown corporations in light of government's strategic priorities and prepared the 2000/01 consolidated capital plan.
- Monitored the status of capital spending and, when necessary, recommended alternative capital management strategies.

Target: Minimize the operating and capital cost implications of the capital program and undertake and assess more cost-effective and efficient procurement methods.

Progress:

- Continued to streamline project approval processes, especially for health projects, by reducing the number of approvals required for certain projects.
- Worked in partnership with BC Buildings Corporation, Ministry of Employment and Investment, Ministry of Environment Lands and Parks and others to develop the province's green buildings initiative.
- Published capital procurement policy guidelines and alternative procurement implementation guide.
- Developed construction unit rates for multi-level care facilities.
- Identified opportunities for joint and multi-use facilities to increase the utilization of existing facilities and alternative procurement opportunities.
- Developed a seismic mitigation strategy for provincial public buildings that included posting draft structural and non-structural guidelines on the ministry's Web site.

Target: Conduct program reviews for use by Treasury Board, ministries and other agencies to support the development of effective and efficient management of publicly funded programs.

Progress:

- Led six program reviews, including a review of the organization and operational practices of BC Housing, to identify savings to government.

Performance Targets for 2000/2001

- In consultation with ministries, developed business planning guidelines in the spring of 1999 to facilitate the implementation of the principles of performance measurement and accountability. Following the report of the budget process review panel, prepared an implementation framework and guidelines for use by ministries, reflecting the panel's recommendations.

Target: Produce timely *Estimates* and other budget documents while ensuring continual improvements in the design and structure of these reports.

Progress:

- Made significant presentation changes in the 2000/01 estimates document, including preparation of the estimates on the summary accounts basis to reflect the combined results of the government and Crown entities.
- Expanded the *Budget Reports* to include more disclosure of assumptions supporting ministry spending *Estimates* and Crown corporation financial projections, as well as expanding the scope of the capital spending forecast and documenting the extent of prudence in the forecast deficit.
- The section of the *Budget Reports* dealing with revenue measures was expanded to include a detailed description of the government's decision to move to a tax-on-income method of calculating provincial income tax.

Target: Employ excellent operational, administrative and personnel policies and practices.

Progress:

- Increased staff development and training and continued participation in an intern program for recruitment and development of new staff.
- Provide financial and economic information, analysis, planning and recommendations that strengthen the accountability of ministries and other government entities, through implementing the provisions of the *Budget Transparency and Accountability Act.*
- Continue to provide Treasury Board with sound and timely advice on operating and capital budget matters, from a highly skilled and professional workforce.
- Prepare *Estimates and Budget Reports* for presentation before the commencement of the fiscal year.
- Release revised fiscal forecasts with each quarterly report and meet dates set in the *Budget Transparency and Accountability Act* for the release of the quarterly reports;
- Develop a work plan and implement the recommendations, including legislative amendments, contained in the Deloitte Consulting report "Capital Management Process Review for the Government of British Columbia".
- Prepare guidelines for performance plans by November 2000 in order to enable three-year performance plans for ministries and other government organizations to be made public by April 30, 2001.
- Prepare guidelines for performance reports by December 2000 to enable performance reports to be made public by June 30, 2001.

Provincial Treasury

Provincial Treasury operates as the province's banker. It manages debt, provides banking and cash management services, collects loans, provides administration services and oversees risk management. These services are extended to all ministries, Crown corporations and public sector agencies. It is broken down into the following departments:

Debt Management Branch

The Debt Management Branch is responsible for ensuring the borrowing requirements of the provincial government and its agencies are met. The branch, which is also responsible for delivery of lowest-cost financing within acceptable risk levels from capital markets, is structured into the following groups: debt financing; corporate and project finance; strategy and risk management; legal and corporate affairs; operations; and reporting and analysis.

Achievement of Performance Targets for 1999/2000

Target: Provide centralized liability management services to the government and its Crown corporations and agencies.

Progress:

- Borrowed $6 billion in various markets on behalf of the province and its Crown corporations and agencies – 75 per cent domestic market and 25 per cent international market.
- Generated income of $523,460 under the provincial treasury revenue program.
- Renewed the province's US $500-million revolving line of credit.
- Implemented a new domestic syndicate structure and evaluation system to better reward valued and sustained domestic dealer performance.
- Completed financing for a variety of alternative procurement capital projects.
- Established a new Australian dollar program.
- Met annual disclosure requirements in the U.S. and Japan as well as the London, Luxembourg, Paris, and Switzerland stock exchanges.
- Co-ordinated the legislation and briefing materials to allow Crown corporations, in particular BC Hydro, to enter into commodity derivative transactions.
- Worked with internal legal counsel and the province's U.S. counsel to provide a "plain language" prospectus.

Performance Targets for 2000/2001

- Complete $4.9 billion in borrowing requirements.
- Assess opportunities and merit of direct issuance of provincial debt securities via e-commerce.
- Renew the province's US $1 billion line of credit.
- Expand the use of the provincial treasury revenue program.
- Explore options to join the MTN and domestic bond programs into one standard program.
- Provide assistance and guidance to clients with respect to alternative financing arrangements.
- Promote the fiscal integrity of the province to the public, rating agencies and investors.
- Continue to work with clients to develop strategies to effectively manage their portfolios.
- Continue to work with other branches to complete a review of alternative governance models for Provincial Treasury.

Collection and Loan Management Branch

The Collection and Loan Management Branch (CLMB) provides professional and cost-effective collection and loan administration services to government ministries and Crown agencies in order to maximize revenue from government's overdue receivables and to safeguard loan assets.

Achievement of Performance Targets 1999/2000

Target: Provide cost-effective collection and loan management services.

Progress:

- Provided expert opinions, financial advice and consultation to client ministries and government executives.
- Branch recoveries totalled $38 million including $10.6 million of student assistance debt.
- Collected $1.2 million through the Canada Custom and Revenue Agency set-off program at a cost of $77,000.
- Commenced a collection project with the Ministry of Social Development and Economic Security.
- Issued a request for proposal for private agency collection services on a variety of portfolios.
- Reduced the number of bankruptcy files by 1,000 through collection, extinguishment and write-off.
- Managed the commercial loan portfolio to maximize recoveries and safeguard the province's funds by employing innovative restructuring programs.
- Enhanced the branch collection computer system to include additional Ministry of Advanced Education and Training receivables.
- Upgraded personal computer software to ensure that all branch staff were using the same software packages.
- Enhanced branch systems to ensure Y2K readiness.
- Automated the transfer of data to private collection agencies.

Performance Targets for 2000/2001

- Implement an effective Ministry of Social Development and Economic Security collection function.
- Develop and implement a collection strategy for the Ministry of Health.
- Achieve a 10 per cent increase in efficiency on existing portfolios.
- Establish a collection support unit and transfer support functions from collectors to this business unit.
- Develop system capabilities to enhance portfolio and collector performance monitoring.
- Enhance performance monitoring of private collection agencies.
- Reduce data transfer costs by using secure e-mail transfer technology where possible.
- Expand the reporting of overdue receivables to credit reporting agencies.
- Participate in the OCG best practices initiative and continue to participate in the SFO sub-committee on overdue receivables.
- Develop a systems strategy to replace the branch legacy computer system.

Banking/Cash Management Branch

The Banking/Cash Management Branch (B/CM) is responsible for providing a range of banking, cash management and electronic commerce services to over 120 clients including ministries, Crown corporations and government agencies. The branch is structured along the following business functions: banking; cash management and payment services; and electronic commerce.

Achievement of Performance Targets for 1999/2000

Target: Provide efficient and cost-effective banking, cash management and commerce services to clients.

Progress:

- Completed an organizational review and aligned investment accounting with the Office of the Chief Investment Officer and debt accounting with the Debt Management Branch.
- Implemented credit card payment services at all liquor stores.
- Commenced implementation of a telephone, Internet and PC banking system for payment of Medical Services Plan premiums.
- Negotiated a substantial reduction in discount rates for VISA merchant services for the province.
- Continued to expand the purchasing card program to 6,200 cards, resulting in savings of about $5 million annually.
- Reviewed systems and processes and upgraded where necessary in anticipation of Y2K.
- Introduced a secure and efficient telephone transfer system to facilitate large value transfers within the branch, as well as at WCB for Investment Settlement.
- In conjunction with BC Mail Plus, relocated its physical cheque printing operations and introduced a more efficient cheque handling procedure.
- Assisted the Student Services Branch in designing and producing more than 10,000 cheques meeting the complex requirements of the Canada Millennium Scholarship Foundation.
- Successfully renewed the maturing portion of the US $1-billion syndicated line of credit at no additional cost.
- In conjunction with the Ministry of Social Development and Economic Security (MSDES), issued an RFP for provision of chequing services.

Performance Targets for 2000/2001

- Implement the certificate of approval program (COA) to facilitate interim capital advances.
- Provide government clients with the ability to pay for services by credit card using the Internet.
- Expand purchasing card program to several Crown corporations and implement recommendations of an independent consultant's review of government purchasing activities.
- Assist the Ministry of Social Development and Economic Security in a complete review of how BC Benefits payments are made.
- Move from issuing short-term debt instruments to a book-based system with the Canadian depository for securities.
- Implement the government-wide balance reporting system to allow government users to view their daily bank account information online.

- Investigate CD Rom technology as a replacement for microfiche/film cheque imaging equipment.
- Redesign branch Web site to make it more interactive and descriptive.

Risk Management Branch

The Risk Management Branch is responsible for developing and managing a comprehensive risk management program to minimize the financial risks that government, Crown corporations and other public entities are exposed to. The program includes risk transfer, risk financing, loss control and claims management.

Achievement of Performance Targets for 1999/2000

Target: Reduce the financial and other risks to which government is exposed.

Progress:

- Managed a comprehensive risk management program where risks are primarily financed through self-insurance.
- Promoted risk management awareness by publishing three quarterly educational publications.
- Co-ordinated Y2K preparedness and successfully implemented government-wide business continuation plans based on the all-hazards approach.

Performance Targets for 2000/2001

- Provide cost-effective risk management financing programs for government and public-sector clients.
- Provide risk identification and analyses for public K-12 and post-secondary education sectors.
- Monitor and report on ministry and public-agency efforts in business continuation planning and security/loss control.

Government Services and Registries

The Government Services and Registries Division provides government ministries and public-sector agencies with some purchasing services, printing and publishing, mail services, storage and distribution services and disposal of tangible and intangible property.

In addition, the division supports the office of the lieutenant-governor and Government House, provides statistical analyses of economic, social, business and demographic data, and delivers reliable, accessible corporate and personal property registry services for the province. The division's programs are reported as three separate groups to correspond to the voted appropriations structure.

Government Services

Government Services provides the development and administration of public-sector purchasing policy and the negotiation and implementation of the procurement chapter of the Agreement on Internal Trade, in addition to the following functions:

Purchasing and Contract Management

The purchasing commission provides a purchasing service (which includes an Internet-based electronic bid notification system linking government buyers and suppliers), planning, evaluation and consultation to ministries and public-sector agencies, and assistance to British Columbia businesses in obtaining a larger share of the public-sector market. The transportation management group provides contract management and policy direction related to employee transportation, including government's contracts with PHH vehicle management services, vehicle rental companies, hotels, and travel agents. A portion of operational costs was recovered from special offices, ministries and participating bodies, with full costs recovered for direct procurement services provided to public-sector agencies.

Support for the Lieutenant-Governor

Government House provides support for the exercise of the lieutenant-governor's constitutional responsibilities as well as ceremonial, diplomatic, hospitality and other activities of the vice-regal office; the operation and maintenance of Government House as the official residence and offices of the lieutenant-governor; and official functions including support for government-sponsored events.

Statistical Data Collection and Analysis

BC Stats produces economic, social, business and demographic statistical information, data dissemination and analytical services under the *Statistics Act*. Costs incurred for statistical services provided to ministries and other parties are partially recovered, as are the costs for publications and releases to external users.

Product Sales and Service

The major activities of product sales and services includes:

- **Queen's Printer:** publishing of government publications such as the British Columbia Gazette Parts I and II; administration of government's copyright; distribution of information; acquisition and distribution of stationery; and the operation of a centralized inventory and distribution system for publications.
- **Postal and distribution services:** province-wide mail processing, courier, mail preparation, mail list services, employee relocation services, preparation of customized documents, and production and distribution of drivers' licences and other identification cards.
- **Warehousing and asset investment recovery:** disposal of surplus assets and material, operation of the intangible property program, and establishment and operation of consolidated warehouses for storage of assets, material and inventory.
- **Product distribution centre:** acquisition of inventory and distribution of health, medical, safety-related, uniforms and general goods for resale to ministries and public-sector agencies.

The costs for the products and services supplied are fully recovered from customers.

Corporate and Personal Property Registries

Corporate and Personal Property Registries provide for the creation and registration of all business entities, non-profit organizations and co-operatives operating in British Columbia; the registration of security interests in personal property in British Columbia; the registration of ownership and location of manufactured homes in the province; and, the operation of the auditor certification board under the *Company Act*. Registries' revenue comes from fees and licences.

Achievement of Performance Targets 1999/2000

Target: Provide corporate services to government that contribute to reducing the cost impact on government program delivery.

Progress:

- Generated cost avoidance savings of an estimated $41.4 million on goods and services purchased through the purchasing commission, and approximately $2.6 million by negotiating discounts for car rental and hotel accommodation rates and implementing business travel accounts.
- Generated cost avoidance savings of $7.7 million by negotiating volume discounts including postal and distribution, bulk purchasing of high volume goods used by public bodies and redistributing surplus assets.
- Generated $650,000 in revenue from royalties received from licensing agreements for government-owned intangible property. Negotiated 19 licensing agreements that will generate an estimated $3.125 million and create 90 private-sector jobs over the terms of the agreements.

Target: Decrease service turnaround times at the corporate and personal property registries for clients.

Progress:

Turnaround times improved as 19 of 23 service areas were within established standards during the year – an improvement from 15 service areas within the established standards during the previous year.

Target: Implement conversion to an electronic corporate registry to attain service and administrative efficiencies by fiscal 2001/2002.

Progress:
The revised *Company Act*, which will facilitate conversion to an electronic corporate registry, received royal assent on July 15, 1999. The implementation plan for the development of the data system and new *Company Act* regulations are on track for completion on time and within budget.

Target:
Implement electronic commerce/electronic service delivery enhancements to existing programs (key projects are BC Bid, ORCA procurement project, and BC Internet Services).

Progress:
- Re-scheduled the implementation of supplier notification functionality on the BC Bid system to the first quarter of the fiscal year 2000/2001 and the development of the capability to accept electronic bids from suppliers by March 31, 2001.
- Developed project to use the corporate accounting system to enable the identification and achievement of strategic procurements for government re-scheduled to 2000-2001. (Priority was given to chart of accounts revision).
- BC Internet Services established a common design and search engine for the top-tier pages of government Web sites to provide improved functionality and access by the public and business community, with the government home page and the top-tier pages for 18 ministries converted by March 31, 2000.

Target: Improve program accountability with program performance standards and results for 1999/2000 and regular reporting on the status of initiatives and projects.

Progress:
Monitored status of initiatives and performance indicators in business plans.

Target: Implement viable initiatives to improve administrative and operational efficiencies.

Progress:
- Two product sales and services warehouses were consolidated with cost avoidance savings of $186,000 through reduction in facility rent costs.
- The current preferred travel agency agreements were extended, with the completion of the travel agency review deferred pending resolution of the Canadian airline industry shakeout from merger of the two major airlines.

Target: Ensure the continued organizational capacity to deliver essential services through Y2K business contingency and business continuation planning.

Progress:
As a result of the planning, testing and remedial actions taken in preparation for Y2K program service delivery continued without interruption.

Target: Prepare a business case analysis for each major program to ensure its continuing relevance, value and cost-effectiveness.

Progress:
Drafted the framework and process to conduct business case analysis was drafted, with the first two pilots in progress at year-end.

Performance Targets for 2000/2001

- Implement conversion to an electronic corporate registry to attain service, payment and administrative efficiencies with the electronic corporate registry operational by October 2001.
- Implement supplier notification and electronic bidding functionality on the BC Bid system and the capability to accept electronic bids from suppliers by March 31, 2001.
- Develop an electronic output strategy (printing) to establish system capability to route printing requests from workstations to the lowest-cost option, within turnaround time requirement. Implement a pilot project by September 30, 2000.
- Complete implementation of a common design and search engine for the top-tier pages of government Web sites to provide improved functionality and public access by June 30, 2000.
- Implement a system, in partnership with the Ministry of Education, to provide authorized school, school district and ministry staff with Web access to searchable, linked databases of provincially recommended learning resources and learning outcomes by March 31, 2001.
- Complete a business case analysis for each major program by December 2000 to ensure its continuing relevance, value and cost-effectiveness.

Revenue Division

Revenue Division collects taxes for the government, administers the province's major tax legislation, ensures legislation is applied fairly and consistently to build mutual trust between the taxpayer and government, promotes voluntary compliance and enforces tax legislation. The division also delivers benefits to British Columbians under the BC family bonus, first-time home buyers' programs, numerous income tax credit programs, land tax deferment and fuel tax rebate programs.

Achievement of Performance Targets for 1999/2000

Target: Provide effective revenue operations.

Progress:

- Implemented and tested the division's all hazards business continuation plan to support the recovery of critical business processes.
- Implemented and established procedures to support payment of installments at financial institutions for corporation capital tax and insurance premium tax.
- Implemented the family bonus renewal system.
- Embarked upon a pilot project to have a private collection agency collect certain outstanding accounts receivable to enhance collection of consumption tax.
- Implemented the final phase of the centralization of consumption tax refunds resulting in increased efficiencies due to economies of scale, standardization and consistency of verification procedures.
- Established consultative relationships with major taxpayer associations to work towards ensuring that the administration of consumption taxes is compatible with the needs of business.

- Implemented a program under which the Canada Customs and Revenue Agency collects social service tax due on goods brought into the province by returning residents where the value of the goods exceeds, or does not qualify for, the federal customs exemption. Tax is also collected on taxable goods sent to British Columbia residents through the mail or by courier.

Target: Provide beneficial taxpayer information.

Progress:

- Enhanced Web site efficiency (including an updated subscription service) and increased the amount of information available. Web site usage rose considerably.
- Established taxpayer e-mail services to provide the ability to seek information or advice.
- Worked with Canada Customs and Revenue Agency to simplify audit requirements of businesses and conducted seminars on tax credit programs.
- Continued interaction with interested community and taxpayer groups to provide information of general interest and respond to questions on the application of consumption tax to specific situations.

Target: Provide a relevant technological infrastructure.

Progress:

- Successfully completed a Y2K contingency project to modify and test all divisional systems to ensure their operation beyond December 31, 1999.
- Completed release one of the taxpayer administration compliance services system. This first of three planned releases significantly improves auditors' ability to access and update information on the new integrated consumption tax management system. Consumption tax audits are now virtually paperless.
- Completed the technology infrastructure project to replace non-complaint Y2K division workstations, network and support the deployment of taxpayer administration compliance services and position the division for the future.
- Completed a request for proposal and selected a contractor to complete an electronic service delivery feasibility study to determine the strategic direction for delivering electronic services to taxpayers.
- Worked with two major financial institutions to allow businesses to pay their social service tax using their Internet sites.

Target: Optimize voluntary compliance and increase revenue.

Progress:

- Collected an estimated gross tax revenue of $7.3 billion.
- Achieved an average audit recovery of $634,000 per auditor.
- Implemented a set-off process in conjunction with Canada Customs and Revenue Agency for collection of some property transfer and consumption tax debts.
- Hired additional audit staff to ensure that taxes due to the province are collected.
- Implemented a review of e-commerce and its impact on the collection of consumption taxes.
- Consumer Taxation Branch received 29 red tape proposals – 27 issues have been resolved.
- Consulted with businesses and other stakeholders in both British Columbia and Alberta to develop methods to ensure that out-of-province contractors working in British Columbia pay their fair share of taxes.
- Through consultation with the tobacco industry, changed package markings to make it easier to detect smuggled tobacco.

Achievement of Performance Targets for 1998/1999

- Continued pursuing the assessment of persons bringing untaxed tobacco into the province and was involved in a number of anti-smuggling activities resulting in seizure of 49,000 cartons of tobacco with a tax value of $1.1 million. Fifty charges were laid under the federal *Excise Tax Act* and 109 charges laid under the province's *Tobacco Tax Act*.

Target: Have a skilled and motivated workforce.

Progress:

- Completed development of a comprehensive field-training package for rural property tax to be delivered in spring 2000 to government agents throughout the province.
- Provided training on the use of advanced audit selection and enquiry software tools for income and consumption tax programs.
- Provided staff with extensive software training as part of the TIP implementation program including courses in Windows, Word, Excel and Outlook.
- Identified training requirements for users of the taxpayer administration compliance services system and implemented ongoing training program.
- Implemented 60 per cent of the division's space use plan to meet operational requirements.
- Completed reorganization for succession planning purposes resulting in a number of key positions being filled with new staff.

Target: Initiate an attuned legislative process.

Progress:

- Worked with government's central agencies to identify legislation proposals to be considered in the annual budget.
- Introduced the BC scientific research and experimental development credit program.
- Consulted with Canada Customs and Revenue Agency to establish models to administer all income tax credit programs.
- Established the consumption tax advisory committee, through which business can advise government with respect to its view of consumption tax administration and possible improvements, including those requiring legislative changes.
- Received input from taxpayers, businesses and trade and industry groups throughout the province that elicited changes to the consumption legislation.
- Introduced legislation to require certain out-of-province businesses that sell goods in British Columbia to register and collect consumption taxes.

Performance Targets for 2000/2001

Provide effective revenue operations.

- Examine electronic filing process and improve the receipt of information for rural property owners who pay at financial institutions.
- Complete the refund centralization program in order to improve processing of consumption tax refund requests.
- Continue implementing and evaluating programs to ensure revenue operations are collecting consumption taxes due to the province in an effective and efficient manner. Complete a pilot with a contractor for the collection of certain outstanding consumption accounts receivable and analyze the results of the pilot.
- Issue notifications to taxpayers by the prescribed dates.

Provide beneficial taxpayer information.

- Develop and improve the standards, navigation, content and functionality of division's current Web sites to provide more information and services to taxpayers.
- Maintain a bulletin and brochure update program to ensure that current information continues to be available to the public.

Provide a relevant technological infrastructure.

- Complete the taxpayer administration compliance services system by December 2000.
- Complete the electronic service delivery feasibility study.
- Develop and implement policies, guidelines and standards concerning the deployment of Intranet Web sites.
- Complete a corporate information technology strategy project to establish a corporate information management and technology direction.
- Undertake a project to improve efficiency of the division's paper handling processes.
- Commence re-engineering of the property transfer tax system.

Optimize voluntary compliance and increase revenue.

- Expand with Canada Customs and Revenue Agency the recovery of more outstanding debts through the federal set-off process and expand the collection of social service tax at the border to include goods brought into British Columbia through the commercial stream.
- Maintain or enhance tobacco enforcement programs.
- Meet or exceed the historic average audit recovery of $500,000 per auditor.
- Continue to expand and refine collection strategies, methods and reporting.

Have a skilled and motivated workforce.

- Ensure that staff continues to receive the training necessary to successfully implement the new taxpayer administration compliance services system as it becomes fully operational.
- Examine innovative methods of attracting qualified new audit staff to address the division's desire to attract a high calibre of staff.
- Continue to acknowledge staff contributions to successful branch operations through the use of recognition awards and other similar activities.
- Deliver rural property tax administration training package to government agents throughout province for 2000 property tax season.
- Complete division space use plan.

Initiate an attuned legislative process.

- Introduce legislation and public information to support the new personal tax structure (tax on income) in conjunction with the Canada Customs and Revenue Agency.
- Establish legislation and administrative procedures to support the manufacturing and processing investment tax credit.
- Participate in the tax budget consultation process with taxpayer groups.
- Seek input from branch staff as part of the legislative process.
- Continue to work with the consumption tax advisory committee and other stakeholders to identify issues to be resolved through the legislative process.

Office of the Comptroller General (OCG)

The OCG maintains the provincial government's corporate accounting system, prepares the public accounts and is responsible for the quality and integrity of the government's financial management and control systems. The mandate of the OCG is set out in the *Financial Administration Act*. It is also responsible for the operation of the unclaimed property special account.

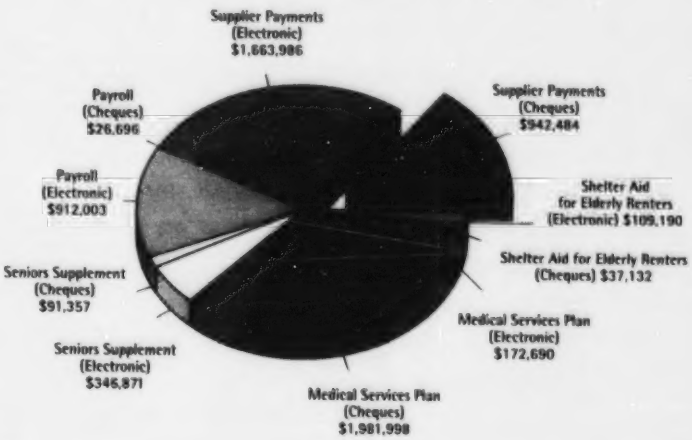
Achievement of Performance Targets 1999/2000

Target: Initiate, lead and participate in activities that support major government programs and ensure excellence in financial governance and best practices.

Progress:

- Developed comprehensive three year strategic and business plan including performance measures for all programs.
- Implemented the corporate accounting system (CAS) for 12 additional government bodies.
- Established an intergovernmental forum on Oracle financial software to achieve consistent standards across Canada in the application of the product to the provincial government.
- Developed and implemented a new chart of accounts for government.
- Passed the *Unclaimed Property Act* for British Columbia to reunite owners with their unclaimed money.
- Led a benchmarking exercise to review financial functions across government with a goal of improving financial program delivery through promotion of best practices.
- Released the public accounts in mid-September 1999.
- Supported government e-commerce initiatives by developing a framework for e-commerce including security policies and piloting electronic forms.
- Ensured Y2K compliance and implemented a comprehensive business continuation plan that ensures continuing operations in the event of a disaster.
- Implemented on-line financial management manuals and developed Web sites ensuring timely and accessible information to government bodies and the public.
- Continued progress in the capitalization of government assets with heavy equipment, operating equipment, highways and tenant improvements being capitalized.

Number of Payments Made by Government in 1999/2000


Supplier Payments (Electronic) $1,863,986
Payroll (Cheques) $26,696
Supplier Payments (Cheques) $942,484
Payroll (Electronic) $912,003
Shelter Aid for Elderly Renters (Electronic) $109,190
Shelter Aid for Elderly Renters (Cheques) $37,132
Seniors Supplement (Cheques) $91,357
Medical Services Plan (Electronic) $172,690
Seniors Supplement (Electronic) $346,871
Medical Services Plan (Cheques) $1,981,998

- Implemented a corporate audit committee and new risk assessment methodology.
- Streamlined internal finance and administrative processes, in accordance with best practices.
- Identified potential savings of $24.5 million for government bodies though 83 internal audit projects.
- Lead the ministry's employee recognition program and received public service awards for innovation, use of technology and teamwork at the inaugural Vancouver Island public service awards.

Performance Targets for 2000/2001

- Release the public accounts in August 2000 and release summary quarterly statements in accordance with the *Budget Transparency and Accountability Act.*
- Develop a plan to implement best practices through benchmarking initiatives to improve the efficiency and effectiveness of financial and administrative services in government.
- Implement CAS for the remaining government bodies to achieve a common financial system for government.
- Implement the *Unclaimed Property Act* and increase number of properties reunited with their owners.
- Continue to identify improvements in program economy, efficiency and effectiveness through providing audit services in highest risk areas.
- Support the auditor general's recommendations regarding the collection of overdue receivables by working with ministries to develop an effective centralized accounts receivable collection system.
- Reduce red tape by implementing streamlining measures.
- Implement the provisions of the *Budget and Transparency Accountability Act* as they relate to the OCG.
- Participate in the development and implementation of security policies and procedures to support electronic commerce within government.
- Review and redefine financial management training in co-operation with ministries.
- Implement the recommendations of Deloitte capital review as they apply to the office of the comptroller general.
- Develop and implement a new funding model for internal audit services for government.
- Promote, support and implement employment equity and succession planning initiatives to be the employer of choice.

Corporate and Ministry Support Services

Corporate and Ministry Support Services assists the ministry's operations and programs with financial administration, personnel services, information technology and information access and records. In addition, it supports corporate activities such as performance management and accountability, training and development, renewal, employee recognition, multiculturalism and mentorship. It serves 3,500 employees in the Ministry of Finance and Corporate Relations, 19 outside clients, including the executive council (members of cabinet) and the premier's office, organizations under service agreements and a number of government agencies.

Achievement of Performance Targets for 1999/2000

Target: Develop a framework for ministry's security strategy to mitigate risk for Y2K and business continuation.

Progress:

- Y2K efforts in the ministry were successful. The cross-division organizational structure set up to address Y2K as a priority was effective and provided a template for other critical initiatives in the ministry.
- A business continuation plan and framework is in place for the Ministry of Finance and Corporate Relations.

Target: Strengthen the ministry's capacity in terms of providing professional network services, both through recruitment and improvement of the existing facility.

Progress:

- The "network" room is now functioning in keeping with accepted standards, allowing staff to respond more effectively to network management issues that arise.

Target: Implement accounting policy change regarding capitalization; implement enhancements to increase efficiency and level of services; increase participation and amounts raised for the provincial employee's community services fund (PECSF); finalize and test business continuation plans.

Progress:

- Implemented capitalization for all clients.
- Eliminated paper-based manuals, and procedure/policy notifications.
- The PECSF achieved 29 per cent participation and raised $1.42 million.
- Finalized and tested the business continuation plan.

Target: Improve the quality of advice, assistance, services and information in staffing, classification and organization, learning and development; human resources planning (including employment equity), and human resources information and client support.

Progress:

- Staffing
  - Increased visibility of the ministry as the "employer of choice".
  - Participated in five career fairs with a total of 2,800 participants.
  - Developed an electronic application package for auditors/accountants resulting in increased turnaround for applications.
  - Delivered five recruitment and selection sessions with 73 client participants.
- Classification and organization
  - Evaluated 10 per cent of ministry's positions.
  - Participated in benchmarking projects with PSERC and developed classification tracking tool using ACCESS.
  - Learning and development.
  - Increased the variety of courses offered and provided dedicated and customized programs where required.
- Human resources planning, including employment equity
  - Continued to promote employment equity awareness at all levels within the ministry and placed emphasis on hiring strategies to increase representation of designated groups amongst both auxiliary and regular employees.
- Human resources information and client support
  - An orientation for new employees and the executive organization chart were added to the branch Intranet site.

Performance Targets for 2000/2001

- Provide a focal point for technical and business expertise in addressing the challenge for electronic services delivery and electronic commerce.
- Provide an effective Intranet infrastructure to support ministry initiatives.
- Enhance the budgetary forecasting and reporting processes for all clients.
- Implement all changes necessary to comply with the *Budget Transparency and Accountability Act.*
- Implement and/or enhance customer and employee satisfaction measuring and monitoring systems.
- Increase PECSF participation rate to 33 per cent and funds raised to $1.5 million.
- Develop and deliver job evaluation information sessions, including a training course on job description writing.
- Increase designated target group participation at the above training sessions to increase equal representation/balance on all panels.
- Develop a communications plan for the strategic framework for employee development and learning.
- Develop a succession planning framework that will assist the ministry in assessing critical key staffing requirements as well as the competency requirements to meet future business and organizational needs.

Financial and Corporate Sector Policy Branch (FCSP)

The branch provides policy analysis and advice to government regarding:

- regulatory frameworks applicable to financial institutions (excluding banks) operating in the province, to the province's financial services and securities markets, and to the sale of real estate and mortgages in the province
- legal frameworks applicable to companies, societies, partnerships and condominiums
- legal frameworks for the use of personal property as collateral for loans and for various liens.

The branch also has the responsibility for the co-ordination of the non-budget legislation for the ministry. FCSP co-ordinates the appointment of persons to various agencies, boards and commissions reporting to the Minister of Finance and Corporate Relations, and is responsible for the processing of freedom of information and protection of privacy requests submitted to the minister's office, the deputy minister's office and the branch. As well, the branch co-ordinates the ministry's participation in the government's streamlining initiative.

Achievement of Performance Targets for 1999/2000

Target: Develop policy and legislation/regulations that contribute to the provision of a modern legal framework for strata development and ownership.

Progress:

- *Strata Property Amendment Act, 1999*, including regulations of the *Strata Property Act* (which replaced the *Condominium Act*), came into force on July 1, 2000.

Target: Develop policy and legislation/regulations that contribute to the provision of legal frameworks vital to corporate organization and commercial activity.

Progress:

- A new *Company Act* replaced the outdated act.

Target: Develop policy and legislation/regulations that contribute to efficient financial services, securities and real estate markets while maintaining an appropriate level of consumer protection.

Progress:

- Developed amendments to the *Mortgage Brokers Act*, which were included in *Miscellaneous Statutes Amendment Act, #3.*

Target: Co-ordinate the ministry's non-budget legislative program for the spring 2000 session of the legislature and respond as necessary to issues outside the branch's mandate.

Progress:

- Assisted in the development of policy and new legislation for the *Cooperatives Act.*
- Developed the *Ministry of Finance Statutes Amendment Act*, as a part of the government's streamlining initiative.
- Prepared orders in council making appointments to agencies, boards and commissions under the responsibility of the minister.
- Co-ordinated the ministry's non-budget legislative program for the spring 1999 and spring 2000 sessions of the legislative assembly.

Performance Targets for 2000/2001

- Consequentially amend 55 B.C. statutes, as result of the new *Company Act*, and make minor amendments to correct technical errors in the new *Company Act*.
- Develop appropriate response to recommendations in the Barrett 2000 Report that have implications for the *Strata Property Act*, *Real Estate Act* and the *Financial Institutions Act*.
- Review a proposal to amend the *Partnership Act* to enable the formation of limited liability partnerships.
- Review the appropriate application of the *Financial Institutions Act* to mutual fund trustees.
- Review the appropriate application of the Financial Institutions Act to employee benefit schemes.
- Develop regulations under the *Real Estate Act* to establish an industry-funded real estate compensation fund.
- Amend the *Manufactured Home Act* and regulations to streamline existing administrative practices.
- Develop a licensing requirement for strata managers.
- Work with the general insurance industry and other stakeholders to determine the type of requirements that would best ensure affordable earthquake insurance continues to be available to compensate British Columbian policyholders who suffer earthquake-related property loss and encourage the adoption by these policy holders of cost-effective risk mitigation measures.
- Co-ordinate the ministry's non-budget legislative program for the spring 2001 session.

Communications Branch

The branch provides strategic communications, media relations and issues management services to the minister, executive and other divisions and branches. It seeks to improve public understanding of ministry policies, programs and services through news releases, the ministry's Web site, speeches, brochures, pamphlets, and advertising campaigns. It assists other branches with communications strategies, organizes special events and responds to public information requests.

Achievement of Performance Targets for 1999/2000

Target: Support the ministry's goal of improved public reporting procedures by providing effective media and public relations.

Progress:

- Issued 56 news releases and handled over 500 media requests for information or interviews.
- Wrote more than 80 speeches; managed seven ministerial tours.
- Co-ordinated and managed over 30 news conferences and special events.
- Maintained an open and transparent budget process through pre-budget consultation and an extensive post-budget public information campaign .

Target: Redesign ministry's Web site to include access to government extranet and an electronic-commerce interface with government. The new Web site will be consistent with government Web page standards.

Progress:

- Successfully redesigned ministry top-tier pages to BCIS standards.
- Converted all divisional pages to new standards.
- Handled over 3,500 pieces of correspondence via Web pages.
- Improved public access to financial documents.

Other Accomplishments for 1999/2000

- Restructured the branch by developing issues management/media relations and strategic units to deliver internal communication to the ministry.
- Provided strategic communication services as required.

Performance Targets for 2000/2001

- Conduct a review of internal ministry communication and identify options and opportunities to promote program initiatives.
- Continue to provide efficient media relations and issues management on emerging public issues.
- Develop a ministry-wide Internet communications strategy.
- Convert all remaining ministry Web pages to new standards.
- Table the ministry's annual report by June 30, 2001.
- Develop appropriate performance measures for the branch.
- Re-design all ministry documents to communicate a corporate identity.

Co-ordination of Agencies, Boards and Commissions

Co-ordination of Agencies, Boards and Commissions (CABC) links with ministers' offices, ministries, agencies, boards, commissions and individuals interested in appointment. CABC provides advice regarding appointment principles and maintains a provincial skills bank containing the résumes of interested individuals.

Achievement of Performance Targets for 1999/2000

Target: Facilitate the appointment of qualified British Columbians to the provincial agencies, boards and commissions including supporting youth on boards, a program initiated to bring a youth voice (29 and under) to agencies, boards and commissions.

Progress:

- More than 3,200 British Columbians were appointed to over 240 agencies, boards and commissions.

Target: Assist in the development of increased training opportunities for individuals appointed by the province to agencies, boards and commissions.

Progress:

- Continued to support the ongoing development of foundations in administrative justice, a course developed in partnership with the British Columbia council of administrative tribunals. The course is widely used as a model across Canada.
- Established guidelines for conduct of government appointees to British Columbia agencies, boards and commissions were established.

Performance Targets for 2000/2001

- Continue to support core activities.
- Continue to develop of training opportunities for individuals appointed by the province to agencies, boards and commissions.
- Establish a Web site directory of the agencies, boards and commissions to which government makes appointments.

Public Service Appeal Board

The board is responsible for ensuring that the principle of merit is upheld in the job competition process within the public service. It hears and rules on appeals from employees who are unsuccessful applicants for public service job competitions. It has the power to direct that appointments be rescinded and reconsidered. The board is comprised of one full-time and four part-time members. Legislation also allows it to appoint members for the purpose of one or more appeals.

Achievement of Performance Targets for 1999/2000

Target: Make more efficient and effective rulings on appeals.

Progress:

- One hundred and sixteen appeals were filed during fiscal year 1999-2000 compared to 117 the previous year.
- Thirty appeals went to a hearing – down 11 from last fiscal year.
- Fourteen pre-hearings were held to resolve administrative issues – an increase of seven over last fiscal year.
- The board met quarterly for policy and professional development.

Target: Reduce the appeal processing time while maintaining the overall fairness of established procedures.

Progress:

- Progress continues on reducing appeal processing time. Currently, appellants wait an average of 60 days to reach a hearing.

Target: Ensure that the parties to an appeal are well informed of the appeal procedures.

Progress:

- Human resource advisors, employees, appellants and union staff representatives continue to access the public service appeal board Web site for appeal related information. See www.psab.gov.bc.ca

Performance Targets for 2000/2001

- Rule on appeals from the public service job competitions from employees who are unsuccessful applicants.
- Reduce the appeal processing time while maintaining the overall fairness of established procedures.

Streamlining Initiative

The streamlining initiative is a government-wide program to ensure that British Columbia's regulatory environment is, and is seen to be, necessary, fair, effective and efficient. As a key part of the initiative, the business task force on regulatory impact has a mandate to reduce the cost of doing business in British Columbia and to cut red tape.

The task force issues quarterly reports, which are available at www.streamline.gov.bc.ca/ on the Internet.

Achievement of Performance Targets for 1999-2000

Target: Implement the task force recommendations for regulatory impact statement legislation, policy and procedures.

Progress:

- The *Regulatory Impact Statement Act* was enacted in June 1999 based on the task force recommendations.
- The regulatory impact statement policies and procedures required under the act have been in place since June 23, 1999. The policy sets out requirements for the preparation and publication of regulatory impact statements (RIS) for major new regulatory proposals.

Target: Implement the government's regulatory impact statement policy and procedures.

Progress:

- The task force reviewed regulatory impact statements, plans prepared by ministries and agencies as a basis for recommending whether a RIS should be published for a particular proposal.
- As of March 31, 1999, all RIS's were made public on the streamlining Web site. A regulatory impact statement guide provides the format and guidelines for preparing a regulatory impact statement.
- The streamlining office developed and sponsored RIS orientation workshops for over 200 policy analysts and sponsored two cost-benefit analysis workshops.

Target: Continue identifying and completing streamlining and housekeeping legislation.

Progress:

- The government introduced 20 bills related to streamlining.

Performance Targets for 2000-2001

Target: Assist the task force to carry out its mandate.

Progress:

- The task force invites proposals for cutting red tape at any time.
- The government adopted a reverse-onus approach for reviewing streamlining proposals, i.e., the proposal must be accepted or an alternative solution to the problem identified, unless it cannot be accepted for policy reasons.
- Over 350 proposals that are within the task force mandate have been received since May 1998. Of these, 44 per cent were implemented and another 34 per cent are still under way. The remaining 22 per cent cannot be implemented for policy reasons.
- The task force endorses and monitors 20 major streamlining initiatives.

Target: Implement government decisions on task force recommendations.

Progress:

- The task force struck a subcommittee to prepare recommendations for a review of existing regulatory frameworks.
- Provide an updated Web site that contains a searchable data base and electronic submission form.
- Report government-wide progress on implementing streamlining proposals, major streamlining projects and RIS requirements.
- Continue to implement the government's regulatory impact statement policies and procedures.
- Work on government policy that may be developed to respond to recommendations made by the task force with respect to the review of existing regulatory frameworks.
- Continue the process for identifying and completing streamlining and housekeeping legislation.

Crown Corporations Secretariat

The Crown Corporations Secretariat (CSS) provides central agency support to ministers responsible for Crown corporations and to Treasury Board and cabinet on all major operational and strategic issues in the Crown corporations sector. CCS is the main centre for financial and economic analysis of Crown operations. The secretariat also plays a role in formulating and communicating cabinet policy directives to Crown corporations.

Crown corporations for which CCS presently has oversight responsibility:
British Columbia Assessment Authority
British Columbia Buildings Corporation
British Columbia Ferry Corporation
British Columbia Hydro and Power Authority
British Columbia Lottery Corporation
BC Pavilion Corporation
British Columbia Railway Company
British Columbia Transit
BC Transportation Financing Authority
Columbia Power Corporation
Insurance Corporation of British Columbia
Pacific National Exhibition
Provincial Capital Commission
RTP 2000 Ltd.
(Others on an issue specific basis)

Achievement of Performance Targets 1999/2000

- Established specific time frames for the performance plans of Crown corporations, consistent with the *Budget Transparency and Accountability Act* and the recommendations of the Enns panel report. CCS is continuing to work with the Crown sector to clarify the form and content of performance plans.
- Established clear rules of risk management under the *Financial Administration Act* regarding commodities and derivatives (applied to BC Hydro).
- Established a financial framework to allow it to move forward on a sound fiscal basis in co-operation with BC Ferries Corporation.
- Developed and hosted two board orientation sessions designed to educate directors of Crown corporations about their relationship with government, cabinet and their ministers, and to describe their legal and ethical duties.
- Worked with the ministry's Capital Division on legislative and policy changes required to implement the recommendations arising from the Deloitte capital projects review.
- Engaged consultant Ernst and Young to undertake a review of the property portfolio of the BC Building Corporation.
- Initiated a cross-Crown forum on return to work, to share information and best practices in early return to work of employees on leave due to illness or injury.

Performance Targets for 2000/2001

- Assist the BC Ferries Corporation with plans for divestiture of the PacifiCats and wind up of Catamaran Ferries International.
- Work with Treasury Board staff to deliver training to personnel in the Crown sector and across ministries on dealing with the changes being implemented as a result of the Enns committee and the *Budget Transparency and Accountability Act*.
- Work with Capital Division to deliver training to personnel in the Crown sector on new project classification, business case and reporting requirements that will be implemented in response to the recommendations of the Deloitte consulting capital project review.
- Prepare options to maintain BC Hydro's access to important electricity trading markets in Alberta and the United States.
- Work with the Office of the Comptroller General and Treasury Board Staff to identify appropriate relationships between the ministry and Crown corporations.

B.C. Securities Commission

The commission is the independent provincial government agency responsible for regulating trading in securities in British Columbia under the *Securities Act*. The commission's mission is to protect the public interest by regulating trading in securities. This ensures the securities market is fair and efficient and warrants public confidence. The commission also fosters a dynamic and competitive securities industry that provides investment opportunities and access to capital.

For details on the commission's activities during the fiscal year, please refer to its annual report, which is available by calling (604) 899-6670, writing to #200 - 865 Hornby Street, Vancouver, British Columbia V6Z 2H4, or at www.bcsc.bc.ca on the Internet.

BC Pension Corporation

On April 1, 2000, the superannuation commission became the British Columbia Pension Corporation. The corporation assumes all the duties of the commission.

It is one of the largest pension plan administrators in Canada and is responsible for managing various plans in B.C.'s public sector including the college pension plan, municipal pension plan, public service pension plan, teachers' pension plan and members of the legislative assembly pension plan. The corporation also provides services to the BC Rail pension plan and the Workers' Compensation Board superannuation plan.

The corporation serves approximately 800 public-sector employers, more than 220,000 current contributors and over 70,000 pensioners. In 1999/2000 the corporation collected more than $1.3 billion in pension contributions and paid out approximately $1 billion in termination and monthly pension benefits. Development continued on the new integrated pension administration system (IPAS) computer system.

For more information on the BC Pension Corporation, visit www.pensions.gov.bc.ca or contact the corporation at Box 9460, Stn Prov Govt, Victoria, BC, V8W 9VB, phone (250) 953-4314, fax (250) 356-9591.

BC Buildings Corporation

BC Buildings Corporation (BCBC) is a Crown corporation that manages government real estate resources and accommodation needs. It has a community presence throughout British Columbia. Its mission is to support effective service delivery to government ministries, agencies of the Crown and other publicly funded organizations. It does this by efficiently planning, providing and managing accommodation and real estate solutions, by providing responsible stewardship of the assets and resources entrusted to it, and by contributing to the sustainability of communities and the environment.

For more information about the corporation and its activities, please refer to its annual report, which is available by calling (250) 952-8331 or at www.bcbc.bc.ca on the Internet.

British Columbia Investment Management Corporation (bcIMC)

The corporation provides fund management services to public-sector pension plans, other publicly administered trust funds, government and government bodies. As at March 31, 2000, it had $61.2 billion under administration, making it one of the largest institutional investors in the country. Approximately 95 per cent of the assets under administration are trust funds. As such, they must be invested in the best financial interests of the beneficiaries and in accordance with the instructions of the trustees.

The bcIMC began operations on January 1, 2000, and replaced the office of the chief investment officer. The purpose of the change in structure is to place funds management operations at arm's length from government and improve the accountability framework by giving the corporation's clients a greater say in managing the investment agency.

For further information, please contact Doug Pearce, chief investment officer at (250) 387-7161 or PO Box 9423, Stn Prov Govt, Victoria, BC, V8V 9V1.

Public Sector Employers' Council (PSEC)

PSEC is responsible for co-ordinating and enhancing the effective management of human resource and labour relations in the public sector. It is made up of eight ministers or deputy ministers, the commissioner of the public service employee relations commission and a representative from each of the six public-sector employers' associations. The minister of finance chairs the 15-member council.

For details on the council's activities during the fiscal year, please refer to its annual report, which is available by calling (250) 387-0842, writing to 2nd Floor, 468 Belleville St., Victoria, BC, V8W 9V1, or visiting www.psec.gov.bc.ca. on the Internet.

Financial Institutions Commission

This commission regulates the province's financial services sector, including credit unions, trust companies, the insurance and real estate industry and mortgage brokers. It also administers regulations relating to captive insurance companies.

For details on the commission's activities during the fiscal year, please refer to its annual report, available by calling (604) 660-2947 or at www.fic.gov.bc.ca on the Internet.

Insurance Council of British Columbia

This government agency and self-regulatory tribunal is responsible for licensing and regulating insurance agents, salespersons and adjusters in B.C. under the *Financial Institutions Act*. Licensees include not only life and general insurance agents, but travel agents who sell travel insurance and vehicle warranty dealers who sell third-party vehicle warranty insurance.

The council sets standards of education, competence and ethical practice for insurance licensees. It enforces these standards through licensing exams and entrance requirements, education programs, investigation of complaints and the exercise of disciplinary powers under the act.

Further information may be obtain by calling 1-877-688-0321 or writing the council at 300 – 1040 West Georgia St., PO Box 7, Vancouver, BC, V6E 4H1.

Real Estate Council of British Columbia

The real estate council of B.C. is a regulatory body established under the *Real Estate Act* of British Columbia. The council sets the standards for initial licensing of the province's 14,000 real estate licensees. It also improves the standards of practice for continuation of licensing. In conjunction with the superintendent of real estate it administers and enforces the *Real Estate Act*.

There are 19 members of the council. Two are appointed by the provincial government for a two-year term and the remaining 17 are elected through a process open to all real estate licensees in the province. The council employs 24 staff who are involved in licensing, education, complaint administration and hearing processes.

For further information about the council, refer to www.realestatecouncil.bc.ca, call (604) 683-9664 (toll-free 1-877-683-9664), fax (604) 683-9017 or write to the Real Estate Council, 900 – 750 West Pender Street, Vancouver, BC, V6C 2T8.

Legislation Administered by the Ministry of Finance and Corporate Relations

Auditor General Act
BC Online Act
Bonding Act
British Columbia Buildings Corporation Act
Budget Transparency and Accountability Act
Capital Financing Authority Repeal and Debt Restructuring Act
Capital Region Water Supply and Sooke Hills Protection Act
Company Act
Company Clauses Act
Condominium Act
Constitution Act
Corporation Capital Tax Act
Credit Union Incorporation Act
Creditor Assistance Act
Esquimalt and Nanaimo Railway Belt Tax Act
Financial Administration Act
Financial Information Act
Financial Institutions Act
Freedom of Information and Protection of Privacy Act
Home Conversion and Leasehold Loan Act
Home Mortgage Assistance Program Act
Home Purchase Assistance Act
Homeowner Interest Assistance Act
Horse Racing Tax Act
Hospital District Finance Act
Hotel Room Tax Act
Income Tax Act
Indian Self Government Enabling Act
Industrial Development Act
Insurance Act
Insurance (Captive Company) Act
Insurance (Marine) Act
Insurance Premium Tax Act
International Financial Business Act
International Financial Business (Tax Refund) Act
Land Tax Deferment Act
Legislative Assembly Allowances and Pension Act
Legislative Assembly Management Committee Act
Logging Tax Act
Manufactured Home Act
Medical and Health Care Services Special Account Act
Mining Tax Act
Ministry of Consumer and Corporate Affairs Act
Ministry of Intergovernmental Relations Act
Ministry of Provincial Secretary and Government Services Act
Ministry of Transportation and Highways Act
Miscellaneous Registrations, 1992 Act
Mortgage Brokers Act
Motor Fuel Tax Act
Pacific North Coast Native Cooperative Act
Partnership Act
Pension Agreement Act
Pension (College) Act
Pension Fund Societies Act
Pension (Municipal) Act
Pension (Public Service) Act
Pension (Teachers) Act
Personal Property Security Act
Premier's Advisory Council for Persons with Disabilities Act
Probate Fee Act
Property Transfer Tax Act

Legislation Administered by Revenue Division

Public Education Labour Relations Act
Public Sector Employers Act
Public Sector Pension Plans Act
Public Service Act
Public Works Agreement Act
Purchasing Commission Act
Queen's Printer Act
Real Estate Act
Regulatory Impact Statement Act
Repairers Lien Act
Securities Act
Securities (Forged Transfer) Act
Small Business Development Act
Social Service Tax Act
Society Act
Special Accounts Appropriation and Control Act
Special Appropriations Act
Statistics Act
Strata Property Act
Tax and Consumer Rate Freeze Act
Taxation (Rural Area) Act
Tobacco Tax Act
Trade and Convention Centre Act
Tugboat Worker Lien Act
Unclaimed Property Act
Warehouse Lien Act
Warehouse Receipt Act
Woodworker Lien Act

- *British Columbia Payment to Canada of Federal Income Tax on Behalf of Natural Gas Producers Act*
- *Corporation Capital Tax Act*
- *Esquimalt and Nanaimo Railway Belt Tax Act*
- *Horse Racing Tax Act*
- *Hotel Room Tax Act*
- *Income Tax Act*
- *Indian Self Government Enabling Act*
- *Insurance Premium Tax Act*
- *International Financial Business (Tax Refund) Act*
- *Land Tax Deferment Act*
- *Logging Tax Act*
- *Mining Tax Act*
- *Motor Fuel Tax Act*
- *Property Transfer Tax Act*
- *School Act* (section 134 and Part 8, Division 4)
- *Social Service Tax Act*
- *Tax and Consumer Rate Freeze Act* (section 7)
- *Taxation (Rural Area) Act*
- *Tobacco Tax Act*
- 1998 Interim Financial Statements
- 1999 British Columbia Financial and Economic Review
- Accessing Financial Information about Public Sector Organizations
- Administrative Records Classification System (ARCS) 1998 Edition.
- ARCS Version 1.2 - What's New
- BC Sales Taxes: What Visitors Should Know
- BC Savings Bonds
- British Columbia Directory of Records 1995 and Companion Guide
- British Columbia Economic Review and Outlook
- British Columbia Population Forecast: 1994-2021 Updated to June 1994-2021

Publications Available from the Ministry of Finance and Corporate Relations

- British Columbia Prospectus
- British Columbia Public Accounts 1996-1997
- Budget Information Kit
- Career Development and Resource Centre Brochure
- Consumer Taxation Branch Bulletins
- Count Yourself In
- Debt Statistics
- Debt Statistics Report
- Dental Benefits for Pensioners Guide
- Electronic Filing and Payment of Provincial Sales Tax
- Employee Assistance Program
- Employee Recognition Program
- Estimates
- First Quarterly Report
- Freedom of Information and Protection of Privacy Act Policy and Procedures Manual
- Guide to Property Purchase Tax
- Incorporating a Company in BC
- Incorporating and Maintaining a Society in BC
- Ministry of Finance and Corporate Relations Annual Report 1997-98
- Paying Your Rural Property Tax at a Financial Institution
- Performance Bonds
- Personal Property Registry Registration and Search Guide
- Plan Member Booklet
- Policy and Procedures Manuals
- Postings (tabloid)
- Privacy Handbook: A Practical Guide to Your Privacy Rights in British Columbia and How to Protect Them
- The Property Tax Deferment Program
- Recruitment in the British Columbia Public Service
- Registering Your Business
- Registration and Search Guide for Registrants Pursuant to the Personal Property Security Act
- Renewal Newsletter
- Safety at Work
- Second Quarterly Report
- Seniors Supplement
- Sexual Harassment in the Workplace - A Guide to Prevention
- Shareholder Proposals in the British Columbia *Company Act*
- Statutes of BC and Court Rules
- *The Strata Property Act:* Overview
- Supplement to the Estimates
- Third Quarterly Report
- Treasury Management
- Vehicle Log Book
- Vol. 1 - Public Accounts Annual Report
- Vol. 2 - Financial Statements and Schedules of the Consolidated Revenue Fund
- Vol. 3 - Other Government Financial Statements and Information
- Your 1997 Home Owner Grant
- Your 1997 Rural Property Taxes
- Your Responsibilities as a Vendor or Lessor

Most ministry publications may be ordered from the Government Publications Centre at 1-800-663-6105 (in Victoria, 387-6409) or at www.publications.gov.bc.ca on the Internet.

Some ministry publications may be ordered from Crown Publications at 521 Fort Street, Victoria, BC, V8W 1E7, telephone (250) 386-4636, Fax (250) 386-0221, or at www.crownpubs.bc.ca on the Internet. Many publications may be viewed on line at www.fin.gov.bc.ca on the Internet.